

***Project #4849 Comparative Analysis of Peterborough
Police Service Relative To The Service Area***



Placement Report

IDST4220Y: Assessment of Development Projects

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KEY RESEARCH TERMS & ACRONYMS

Key Words:

These 'Key Words' provide insight into the foundation of this project.

Representative – How accurately something reflects its population sample. It refers to the representation of race, ethnicity, gender, age, languages spoken and so on (Your Dictionary, n.d.).

Culture – The characteristics and knowledge of a particular group of people, encompassing language, religion, social habits and practices (Zimmermann, 2017).

Diversity – Diversity is more than a concept of accepting and respecting others. It refers to the unique characteristics that all of us possess that distinguish us as individuals and identify us as belonging to a group or groups (London Diversity and Race Relations Advisory Committee, 2007). Diversity is multidimensional, which includes concepts of race, ethnicity, class, gender, religion, sexual orientation, and disability. Diversity is understood to offer strength and richness overall.

Peterborough Police Service - The PPS aims to promote the safety of citizens and the protection of property. They achieve this through a balance of law enforcement, problem-solving and crime-prevention initiatives. They base their operations on the philosophy of community policing, which involves working in partnership with citizens. For further information on PPS, visit <https://www.peterboroughpolice.com/>.

Acronyms:

PPS – Peterborough Police Service

PSA – Police Services Act

HR – Human Resources

NCC – The New Canadians Centre Peterborough

TISA – Trent International Students' Association

LGBTQ2+ - Lesbian, Gay, Bisexual, Transgender, Two-Spirit, Queer

CPKN – Canadian Police Knowledge Network

Intersectional - An interlocking nature of oppression, that attempts to look at the interconnectedness of gender, class, race, sexuality, and hierarchies. The oppression is felt by the interconnections of these inequalities (Chazan, 2019).

Survey - Method of gathering information from a sample of people, traditionally with the intention of generalizing the results to a larger population. To provide a critical source of data and insights for nearly everyone engaged in the information (Qualtrics, n.d.).

Indigenous People - Peterborough is the traditional territory of the Anishnabek, a group of Indigenous peoples comprised of the Ojibwa, Odawa, Potawatomi, Chippewa, Mississauga, Algonquin, Delaware communities (Haroutounian, 2014).

Community – A group of people living in the same place, having particular characteristics in common. In reference to this project, the community is focused on Peterborough and the surrounding towns (English Oxford Living Dictionaries, 2018).

Canadian Census – The most recent Census of Population Program was captured in 2016. The purpose of the census is to offer a wide range of analysis, data, reference, and geographical information. That central aim is to "paint a portrait of Canada and its population." It provides statistical information through an analytical perspective (Statistics Canada, 2016).

Peterborough and Surrounding Areas – City on the Otonabee River, in Central Ontario. It sits 125 kilometers northeast of Toronto and 270 kilometers southwest of Ottawa. It includes the Townships of Selwyn, Cavan Monaghan, Otonabee-South Monaghan, and Douro-Dummer. Six million people radius within a 32 km radius of Peterborough. The City of Peterborough has a population of 82,000, as stated in the City of Peterborough website (City of Peterborough, 2018).

Peterborough County – Located in Southern Ontario. The county is a mix of agriculture, urban and lakefront properties. The northern section of the county is mostly sparsely populated wilderness with many rivers and lakes. The City of Peterborough's website also states the County and City of Peterborough have a population of 220,000 (Peterborough County, 2018).

EXECUTIVE SUMMARY

The City of Peterborough is a small city located within Central Ontario, and is home to approximately 140,000 diverse residents (Welcome Peterborough, 2019). Policing within the community has been done by the Peterborough Police Service since its original establishment in 1850. The core of the PPS philosophy is working in partnership with the citizens they serve. Recent studies have proven smaller Canadian cities are pushing to become more attractive to new immigrants. Peterborough is no exception to this trend, as the proportions of immigration in the Peterborough population is expected to grow by three percent over the next 15 years. As the local profile of Peterborough changes, the PPS must make adjustments to adapt to these changes.

The success of PPS programmes depends on developing and maintaining an understanding of the makeup of the Peterborough community, in order to meaningfully address its unique needs and perspectives. Project #4849, Comparative Analysis of Peterborough Police Service Relative To The Service Area is a community-based research project aimed at identifying the gap between the 'ideal' and actual representativeness of the PPS, relative to the Peterborough community, using a number of demographic factors.

The research question was broken down into two-queries: What is the current demographic makeup of the PPS? And, what is the demographic makeup of the surrounding community? Together, these queries will address the overarching research question: *how representative is PPS of the community it serves?*

Data was collected from the 2016 Canadian Census on Peterborough to gain an in-depth understanding of 'who' the PPS service area is. Following this, a structured, computer-based survey was delivered to PPS staff internally, to gather data on its demographic makeup. The survey was developed to capture non-identifying demographics of the PPS employees. Out of the 208 members of PPS, 122 members completed the survey.

Through the data collection, nine significant findings were produced. The findings have been compiled into the following list:

1. In terms of ethnicity, there is a high correlation between the makeup of the PPS and that of the Peterborough community.
2. The majority of PPS respondents self-identify as cis-male.
3. There are 4 different languages represented within the PPS, whereas in Peterborough community has 29 languages represented.
4. Indigenous identification in the community and in the PPS are almost equally represented.
5. There is not an overly large gap between PPS and the Peterborough community in terms of levels of education complete; PPS holds the highest rate of college graduates.
6. In terms of marital status, the PPS and community show close correlations; major difference is the 66 percent of PPS is married, whereas only 40 percent of Peterborough residents is married
7. Peterborough contains a wide range of equally-distributed age groups, with 40 percent of PPS employees are middle-aged.
8. 50 percent of PPS members agree that PPS represents the diversity of the community it serves, 29 percent of members responded neutral to this statement, and the last 21 percent disagreed altogether.
9. Lastly, 82 percent of survey participants reported completing diversity and inclusion training, with 18 percent of respondents saying they have not.

Based on these research findings, four recommendations have been made for the Peterborough Police Service. The foundation of all recommendations is to focus on viewing diversity as a strength, as it offers benefits to all members of the service, and recognizes the value each single member has to offer. Recognizing diversity as a strength should be a fluid and continuously upheld in all operations. As Peterborough grows as a community, it is necessary that the trainings follow a similar route and remain updated to ensure the more effective training as possible. Collaborations with local organizations that work with new comers can improve and guarantee continued

understanding on the Peterborough community. The final recommendation for PPS is to continue collecting demographic data on its members to remain up to date with the hard and soft skills offered.

Peterborough is a vibrant, growing community, that will only continue to expand. When the 'diversity component' is identified with PPS, it enhances their ability to speak and act upon inclusive measures, and most importantly allows for collaborations with community members. When promoted correctly within and outside of PPS, diversity can be understood as something that should be celebrated and welcomed. Diversity builds strength, and promotes collaborations and communications between all members that make inclusiveness a reality for Peterborough's community.

INTRODUCTION

The Peterborough Police Service works every day to promote the safety of citizens and the protection of property through law enforcement, problem-solving and crime prevention (Peterborough Police, 2017). At the core of The PPS, philosophy is working in partnership with a variety of citizens. Over the past few years, there has been increased importance on the role of community residents as key players in the well-being of society (Nella, Mesko, & Modic, 2016). The success of PPS programmes depends on developing and maintaining an understanding of the makeup of the Peterborough community, to meaningfully address its unique needs and perspectives.

With the philosophy of PPS in mind, the question can now be posed; what is Project #4849? Comparative Analysis of Peterborough Police Service Relative To The Service Area is a community-based research project aimed to identify the gap between PPS and the citizens they serve. Census data was collected on Peterborough and the surrounding areas to gain an in-depth understanding of 'who' within the PPS service area. Following this, a structured, computer-based survey was delivered to PPS staff, to gather data on its demographic makeup. Through these steps, the gap between the 'ideal' and actual representativeness of the PPS, relative to the Peterborough community, has been identified. Before diving deeper into the research analysis, oversight of Peterborough and the PSS will first be discussed. Following this brief background, attention will be paid to the changes that have recently emerged within the Peterborough population. As that section will explore, a diverse Peterborough is a strong Peterborough.

Furthermore, the methodology section presents the research questions, discusses the creations of the internal survey instrument, and outlines how the data was collected from the 2016 Canadian Census. Through the quantitative data collected, the analysis is based on the comparison and correlations between the two sets of data presented. Following the methodology, the evaluation plan and results are discussed in detail, which sets the stage for the heart of the research – the research findings. The section will specifically focus on visually answering the research question – 'how representative is PPS of the community it serves?'. To wrap up the report, recommendations will be made for PPS to be used in both short-term and long-term strategic planning.

Peterborough At A Glance

Located within the Central Ontario region, the County of Peterborough is comprised of eight Townships. The Greater Peterborough area is home to approximately 140,000 residents (Welcome Peterborough, 2019). For many, Peterborough offers a quality of life in an affordable, safe and welcoming city (Welcome Peterborough, 2019). Peterborough has become a booming location for local and international businesses to flourish. The PPS is at the core of promoting the safety of all citizens within Peterborough. Racism involving marginalized community groups within Peterborough is not tolerated by PPS, as the officers are trained to investigate incidents and crimes to ensure a community that all members can work and play in harmony with one another.



Figure 1. Google Map Image of Peterborough (2016).

The City of Peterborough has a long history of diverse peoples gathering to build communities (Welcome Peterborough, 2019.). Over the last two hundred years, individuals have come together within Peterborough from all over the world to enrichen the culture and history of the small town. The growing diversity within Peterborough is seen as one of the cities greatest strengths.

Nogojwanong – the place at the end of the rapids – began this tradition of Indigenous nation gathering in order to share knowledge and information. Peterborough was already settled by indigenous people long before the settlers arrived. It's important to acknowledge that Peterborough sits on the traditional territory of the Anishinaabe (Ojibway) and holds the original name Nogojwanong. Then, and now, Peterborough remains home to several First Nations communities, including Hiawatha First nation, Curve Lake First Nation, Alderville First Nation, and the Mississaugas of Scugog Island First Nation.

Immigration within Peterborough has become a long tradition. Early immigration to Peterborough was mostly by Irish and British settlers. Today, New Canadians from around the world call Peterborough home. New immigrants and refugees to Peterborough significantly contribute to the growing prosperity of the community. In 2017/18 the New Canadians Centre (NCC) welcomed clients from 82 different countries (New Canadian Centre [NCC], 2018). Currently, NCC remains the leading provider of settlement and integration supports for newcomers within the Peterborough and Northumberland counties (Welcome Peterborough, 2019). Through NCC's community leadership, immigrants are empowered to become full and equal members of Canadian society.

Peterborough Police Service: The Core Of Peterborough



Figure 2. Image of Chief of Police Scott Gilbert.

The PSS has been operating since the early days of Peterborough's existence, dating back to the original establishment in 1850. The focus on their Service is on community policing. They do so by collaborating and engaging with community members of Peterborough, each and every day (Peterborough Police Service [PPS], 2017). The PPS is made of dedicated men and women who serve the communities they police to the highest professional standards. There are over one hundred community-based committees within PPS that operate to represent their commitment to the better of Peterborough.

In the Summer of 2018, The PPS underwent a drastic change. Chief Murray Rodd retired from his 35-year policing career, with the last decade of his work as Peterborough's chief of police (Davis, 2018). On July 1st, 2018 Scott Gilbert became the ninth chief of the PPS. Chief Gilbert spent his 38-year policing career entirely with Toronto Police Service. The switch from TPS to PPS was an opportunity for Chief Gilbert to add value to the community in Peterborough (Davis, 2018).

The one-year mark of Chief Gilbert's position within Peterborough is quickly approaching. In an earlier interview with MyKawartha.com, Chief Gilbert comments on the importance of learning and growing each day. He states,

"Policing is not a (career) where you get sworn in one day and you don't learn. You have to treat it like there is something to learn every day. If not you become stagnate and you're ... not benefiting the community,"
(Anderson, 2018).

Chief Gilbert is clear about the responsibility the police have to help and protect citizens, and failure to do so takes away from the important job they do within the community. The Peterborough Police Business Plan of 2017-2019, Community First renews the commitment to the principles at the foundation of community policing and buildings on strong partnerships with the communities they serve (PPS, 2017). The finalized business plan is used to strengthen their ability to respond to the challenging and changing nature of policing in the years ahead. Due to the scope of this research project, Goal One: Community Wellness and Goal Two: Organizational Wellness will be explored.

The first aim of Goal One is to ensure the primary function of the police with respect to community wellness and the protection of it. PPS has consistently maintained a strong focus on community-based policing that has allowed them to grow and diversify over the years. This goal refers to the current population statistics of Peterborough, and the failure to accurately represent the number of people served by PPS. Peterborough hosts Trent University and Fleming College, both of which provides the city with a massive influx of people each year, many of whom are from outside the city or country (PPS, 2017). This goal acknowledges the many diverse factors that affect PPS's ability to serve the city but lacks to recognize the rise of immigrants within Peterborough.

In this Business Plan, PPS goes on to highlight the importance of continuing the effort to strengthen the relationship between the PPS and the community. They guarantee to do so by reinforcing the protocol on how to interact with diverse communities including those who do not speak English, and increased engagement with minority communities through outreach recruiting (PPS, 2017).

Despite these promising goals, PPS faces organizational barriers. As Goal Two: Organizational Wellness discusses, the actual staffing levels are no longer adequate to meet all the expectations placed on staff members. However, this goal outlines the continuous objective recruitment process that encourages participation from well-qualified women, indigenous people, and candidates from various visible minority communities who reside in the Peterborough area (PPS, 2017). As previously mentioned in this introduction, the NCC plays a significant role within the community. The PPS officers within the Community Services Unit are consistently attending the New Canadians Centre to speak with the new Canadians about the role of police within Ontario and how to navigate policing in the communities of Peterborough, Lakefield and the Township of Cavan Monaghan (PPS, 2017).

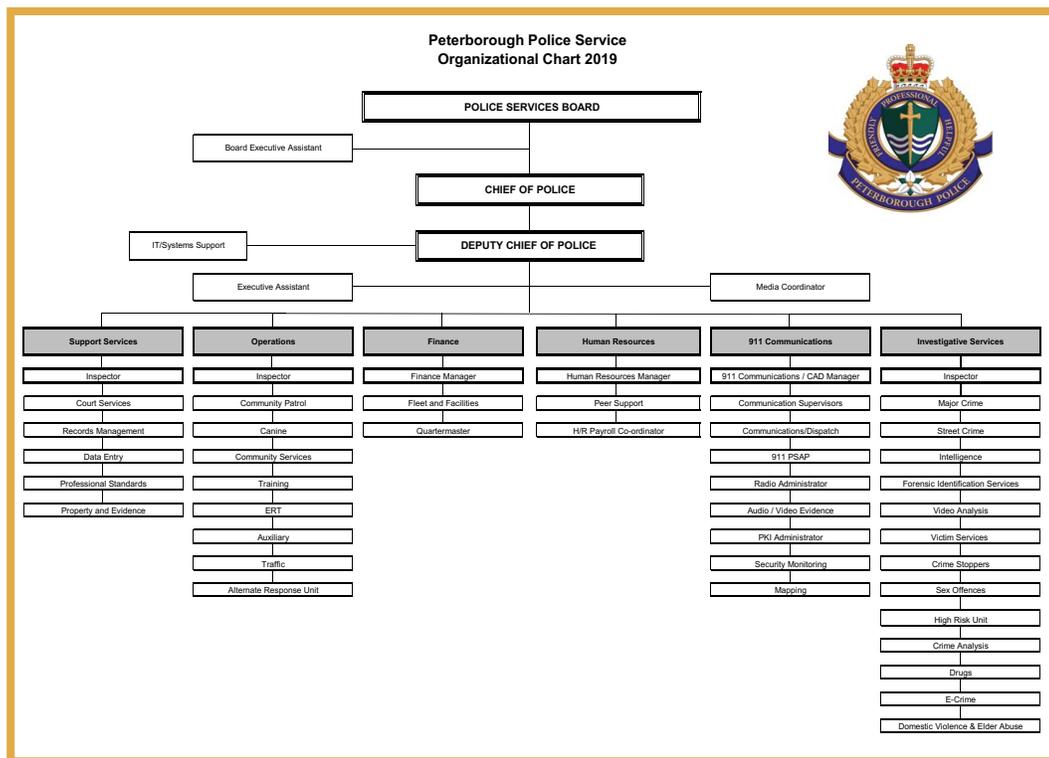


Figure 3. Peterborough Police Service Organizational Chart (2019).

Illustrated above is the organizational chart of the Peterborough Police Service for 2019. Currently, the total amount of sworn and civilian members at PPS is 208. All members hold positions within this chart, and Scott Gilbert holds the position as Chief of Police. Out of the 208 members within PPS, 122 members completed the survey.

Failure in police abilities to be fully aware of the communities they serve has intense consequences. Scholars argue that in areas with recent immigrants, they receive even less attention from the police force (Davis & Miler, 2002). Literature proves that members of long-established ethnic communities are much more aware of policing than recently-established communities (Davis & Miler, 2002). It is clear that community confidence in, and the effectiveness of community policing by PPS are directly linked.

A Diverse Community Is A Strong Community

Recently, there has been a push within Canada to develop further and improve the ways of making smaller cities more attractive to new immigrants. Peterborough is no exception to this trend. As of the 2016 Canadian Census, 26.8 percent of Ontario's population was born outside of Canada (Graham, 2007). The 2016 Canadian Census proves that Ontario's population is increasingly diverse. An estimated 19 percent of the Ontario population was a visible minority, compared to 13.4 percent of Canada as a whole (Graham, 2007). Many of the smaller cities maintain a less ethnically diverse population and are resistant to change, which makes creating strategies for inclusion and welcoming difficult (Sutherland & Cheng, 2009). However, despite these struggles, Peterborough has been making great strides toward becoming a more welcoming community for immigrants, and visible minorities.

The Peterborough community is continuously growing more vibrant and diverse. Diversity is not a new phenomenon to Peterborough, as it has a long history of encountering groups of people who are different from the Indigenous people of the land. The differences among groups of people vary but range from physical differences to more profound cultural differences, such as language, norms, values and so on (Givechian, 2007). The city is not only growing in size but in diversity as well. Peterborough has residences from over 50 percent of the world's countries calling Peterborough their home (Welcome Peterborough, 2019). By 2030, the Canadian population will grow only through the arrival of immigrants. Approximately 78% of immigrants who call Peterborough home arrived in Canada before 1991 (Peterborough Social Planning Council, 2015). Between 1980 and 2016, nearly half (47 percent) of the immigrants who came to Peterborough

were economic immigrants (Government of Canada, 2019). An estimated 37 percent of immigrants were sponsored by a family, and the remaining 15 percent of immigrants were refugees (Government of Canada, 2019). Through this data, an estimated 8 percent of Peterborough's population is represented by immigrants (Government of Canada, 2019).

As a result of this diversity, Peterborough is home to many multicultural organizations and associations. Since 1979, the NCC has been the hub for service provision for new Canadians in the Peterborough community (Peterborough Social Planning Council, 2015). In 2008, The City of Peterborough and NCC joined forces with over twenty-five local organizations to establish the Peterborough Partnership Council on Immigrant Integration. PPCII was created as a cohesive regional response to the emerging needs of newcomers within the city (Peterborough Social Planning Council, 2015). In recent years, PPCII was changed to Peterborough Immigration Partnership (PIP), that remained focused on promoting and coordinating immigrant integration within Peterborough (Welcome Peterborough, 2019). PIP is guided by the Community Immigrant Integration Plan 2016-2021, which articulates the goals that must be met to achieve meaningful integration of newcomers in Peterborough (NCC, 2018).



Figure 4. Image of the New Canadians Centre Peterborough Logo.

Despite these new partnerships, the NCC remains the leading providers of settlement and integration supports for newcomers through their services of language training, information and referral, employment assistance, counseling, community bridging and education (Welcome Peterborough, 2019). In the 2017-2018 fiscal year, NCC welcomed clients from 82 different countries. Each family was connected with a volunteer support group of committed citizens who were able to offer comfort and security as well as meaningful friendship (NCC, 2018). The clients welcomed by NCC were 24 adults and 30 children. These families primarily arrived from Syria through Turkey, Lebanon, and Germany. Furthermore, two families were from Ethiopia, and one from Eritrea (NCC, 2018). It is worth noting that NCC experienced a 20 percent growth in their new clients in the 2015 fiscal year (Peterborough Social Planning Council, 2015).

Canada is a world leader in regards to hosting immigrants, as well as hosting international students. Peterborough is no exception to this phenomenon. Trent University hosts approximately 700 international students from over 100 different countries (Trent University, 2017). In 2017, Fleming College experienced its highest enrolment in 50 years. International enrolment contributed significantly to this jump, with a 136 percent increase of international students enrolled for the fall (Fleming College, 2017). Over 600 new international students came from 33 different countries to attend the College (Fleming College, 2017). Both Trent University and Fleming College contribute significantly to the diversity of the Peterborough community. The ethnic and cultural backgrounds of residents of Peterborough has been changing, which has made Peterborough overall much more diverse than they were 20 years ago (Peterborough Social Planning Council, 2015). Trent University and Fleming College will hopefully continue to attract a more diverse student population that will, in turn, help make Peterborough a more diverse and welcoming community.

Despite the growth of diversity within Peterborough, the rates of international immigration remain relatively low compared to surrounding areas (Peterborough Social Planning Council, 2015). Since 1991, the rate of immigrant settlement in Peterborough has been consistently lower than the average for Ontario (Peterborough Social Planning Council, 2015). These low levels are similar to other urbanized centers outside of Peterborough, such as Belleville and Ingersoll.

The slow, but steady growth of immigrant population points to the need for a plan as the PPS experiences an increasingly diverse community. Over the next 15 years, the proportions of immigration in Peterborough's population will grow by approximately 3 percent (Peterborough Social Planning Council, 2015). The

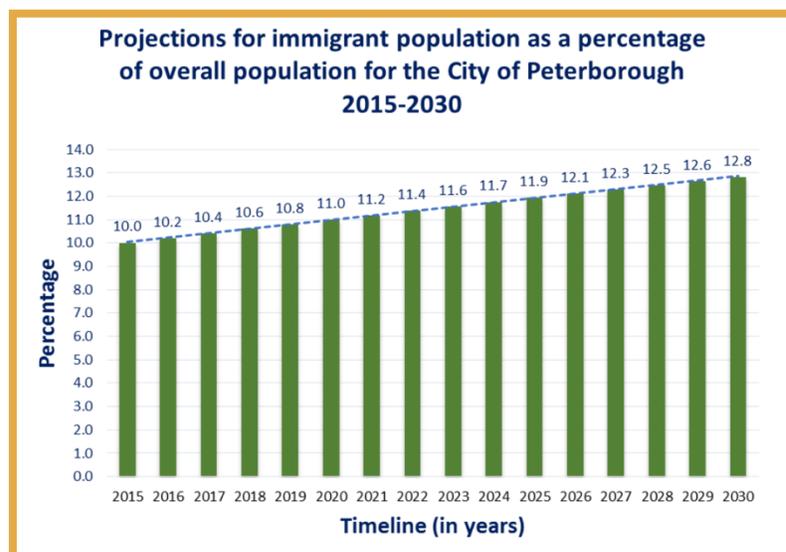


Figure 5. Graph of the projections for immigrant population within the City of Peterborough population (2015-2030).

graph above illustrates, the slow, but steady increase of the immigrant population with the City of Peterborough over the next eleven years. As the local population profile of Peterborough changes, the PPS must make adjustments to adapt to these changes. It is critically important that all members of the community have confidence in the police service, as this dramatically impacts police service members' performance on the job and how they interact with community members.

Although there isn't a fast approaching change among Peterborough's population, the planning studies of immigrants need for local service are almost nonexistent (Agrawal, Qadeer & Prasad, 2007). Research demonstrates that the needs of immigrants are nearly the same needs as the public at large (Agrawal, Qadeer & Prasad, 2007). This includes water supply, police protection of social housing; newcomers needs are quite similar to those who are Canadian-born. The most significant obstacle immigrants face is language. Although 36% of NCC's new clients speak English, those who do not struggle with obtaining and using social services. NCC provides language courses as well as interpreter services in multiple languages, the multitude of languages and dialects constrains basic services offered by the City of Peterborough. The second obstacle facing many immigrants is their lack of trust in public agencies, which greatly limit their access to services. The apprehension among immigrants approaching governmental bodies is not new but must be overcome.

In Chief Gilbert's earlier interview with MyKawartha.com, he notes that Peterborough is a vibrant and growing community, that will only continue to expand (Anderson, 2018). Project #4849 speaks to the current diversity within and outside of PPS, and hopes to illustrate that diversity is beneficial to all members of the community and stakeholders. Through this analysis, the characteristics of each individual will be highlighted in a manner that demonstrates the contribution they add to PPS and the community.

A useful analogy for diversity is making a salad – each ingredient offers new flavor and texture. Each member of PPS and Peterborough offer unique skills and insights that contribute to the overall prosperity of all. What blends all members, is the salad on the dressing that consists of common needs, interests, rights, responsibilities, and the common experiences of living within Peterborough (Givechian, 2007). The more diversity

within PPS provides the salad with more ingredients that provide flavor and nutritional value.

Being formally identified with a 'diversity component' enhances the PPS's ability to speak and act upon inclusive measure, and most importantly allows them to work collaboratively with the community (London Diversity and Race Relations Advisory Committee, 2007). When promoted correctly, cultural diversity can inspire pride and confidence in every Peterborougher. Diversity is not something that is meant to be "managed," but rather it should be celebrated and welcomed. A prosperous future of PPS requires celebrating and appreciating diversity among PPS members and community members. The actions between managing and celebrating diversity are quite different, and depend on how the term is interpreted. It's essential for all readers of this report to have a clear definition of diversity – which is viewed by the researchers as an approach that builds strength and promotes collaborations and communications between all stakeholders that make inclusiveness a reality for Peterborough's community (London Diversity and Race Relations Advisory Committee, 2007).

AUDIENCE

Over the past eight months, Project #4849 Comparative Analysis of Peterborough Police Service Relative To The Service Area has been underway. Through rigorous work by the students, members of PSS; specifically Chief Gilbert and Human Resources Manager Karen Howran, members of the Trent Community Research Centre; specifically Ryan Session and Jason Dennison and lastly guidance by instructor Sam Grey has resulted in a project that bridges the gap between PPS and the Peterborough community. This analysis has aimed to produce a document that accurately represents the current state of diversity within Peterborough and PPS.

This analysis of The PPS compared to the service area has three audiences in mind. As mentioned in the Introduction, Chief Gilbert is still relatively new to both PPS and Peterborough. For that reason, he is the first and the primary intended audience, as this research serves as an avenue for Chief Gilbert to gain a closer look at the PPS demographic and the demographics of Peterborough. Furthermore, Chief Gilbert is the principal change-agent within the organization, and for this reason, the results and recommendations are being tailored towards him.

The second target audience is all members of PPS. We want to assure that the PPS members are fully aware of the results of the final report. Having access to this knowledge and being aware of any changes that may occur as a result of the information they generously shared is very important for the PPS as a team. Lastly, and most importantly, this analysis is reported in a manner that allows community members as an audience to have access to this information. The production of this report was done so in an accessible and informative way that provides for a wide range of stakeholders within and beyond the PPS to benefit from.

With these three specific audiences in mind, it's essential to reflect on the introduction before moving forward. As stated, the operations of PPS is based on community policing. Thus, this analysis illustrates the diversity of Peterborough and assists PPS in furthering their ability of community policing through a stronger understanding of the demographic.

LIMITATIONS

Although the research and analysis were done for Project #4849 actively reflected on and alerted to best answer the question 'how well does PPS represent the community it serves?', It still faced limitations. Both of the limitations arose during the data collection of the Peterborough demographic. As this report will go on to explore, the 2016 Canadian Census is at the core of this comparative analysis. Relying strictly on the Canadian Census restricts the projects comparative scope in two significant ways.

As previously discussed, international postsecondary students significantly impact Peterborough's population. Although these students reside in the community for only a portion of their degree, they contribute greatly to Peterborough's diversity (Peterborough Social Planning Council, 2015). As international students from Trent University and Fleming College venture off-campus and participate within the community, they are exposing people in Peterborough to a world of difference that they may not be familiar with (Peterborough Social Planning Council, 2015). Through these interactions, it's clear to see that international students play a vital role within the Peterborough community, yet they are not accounted for in any of the City of Peterborough data. Thus, the Canadian Census information presented in the research findings does not account for a very significant, diverse population within Peterborough.

Peterborough is known as a 'hub' for the LGBTQ+ community, especially for those who identify as Transgender. This is due to the resources and services Peterborough can offer these individuals, that many smaller towns in surrounding areas don't have (Peterborough Social Planning Council, 2015). Despite Peterborough's progressive response to the LGBTQ+ community, the 2016 Canadian Census has failed to account for the wide spectrum of sex and genders within Canadian communities. Due to this oversight by Statistics Canada, the data pulled from the Canadian Census narrowly focuses on 'male' and 'female' gender identities. This limitation has a significant impact on the research's ability to account for a significant portion of the Peterborough community.

Exploring the identities of individuals who call Peterborough home is central to an accurate analysis. These two main downfalls of the 2016 Canadian Census has restricted the scope and ability to articulacy analyze the representativeness of PPS and the community.

Methodology & Methods

Project #4849 *Comparative Analysis of Peterborough Police Service Relative To The Service Area* is a community-based research project tasked with identifying any gap between the 'ideal' and the actual representativeness of the PPS, relative to the Peterborough community. The foundations of this project are built upon two-subqueries: What is the current demographic makeup of the PPS? And, what is the demographic composition of the surrounding community? When combined, these queries posed the central research question:

How representative is PPS of the community it serves?

The research program with PPS began in December of 2018 when the first Project Agreement form was signed between the student researchers, Samantha Groulx and Raque Maset, Chief Scott Gilbert of PPS, TCRC coordinator Ryan Sessions, and course instructor Sam Grey. Periodic meetings were held with Sam Grey, Ryan Sessions, Chief Gilbert, and Karen Howran to answer emerging questions or concerns, and track progress toward agreed-upon goals.

Chief Gilbert proposed the project in September of 2018. His idea was that student researchers would work with PPS to develop and later deploy a survey capturing non-identifying demographics of PPS employees (such as age, gender, languages spoken, ethnicity, community engagement, training received, and so on). Then, students would work with the TCRC Careers and Workforce Analyst Jason Dennison to obtain the latest demographic data for the PPS service area. Through the aggregated results of the PPS survey findings, a comparative analysis could then be drawn against the service area demographics.

Accordingly, Project #4849 consisted of five main research tasks (see visual representation, below). The first was to gain a deeper understanding of how the police service functions, through an analysis of PPS documentation, such as Business Plan(s), Annual Reports, and through meetings with staff. Following this was the second task: a literature review of any related research into growing diversity within smaller Canadian towns was explored. The third task, developing a survey instrument, followed. Task four

was completed in collaboration with Mr. Dennison, which consisted of the gathering of key demographic information for the policing region, through the 2016 Canadian Census. The fifth task of Project #4849 was the analysis of the survey results, comparing them to demographic data. This allowed for the sixth, and final step of conclusions and recommendations made to Chief Gilbert to be drawn. The intended outcome of the research is to help inform the development of future Peterborough Police Service planning.



Figure 6. Illustration of the main tasks for Project #4849.

Data Collection

Semi-Structured Survey Instrument

Through multiple revisions and re-writes, the most accurate and well-articulated survey questions were produced to obtain the most productive results. The inclusiveness and benefits to each survey question was ensured through close collaboration with TCRC and Sam Grey. To simplify the comparative analysis, the language used in the survey instrument reflect those of the Canadian Census. The survey asked a total of twenty-five

questions, the majority of which were multiple choice, followed by two open-ended questions at the end of the survey.

That instrument went through multiple pre-testing rounds to ensure it would generate useful data. The survey allowed for the data gathered to be expressed in a similar fashion to that of the Canadian Census; however, the questions went beyond the narrow scope of the 2016 Canadian Census. The approach of a survey instrument was utilized over different approaches, such as a semi-structured interview, due to the number of features being analyzed.

With the final revisions approved by PPS HR, it was sent off to PTS Service to be programmed into computer software that would pop-up on each members computer upon log-in. Once the software was completed, PPS IT distributed internally, in which it took eight days for all Platoons to complete the survey. Out of the 208 members of PPS, 122 members completed the survey. Two survey results have to been deleted as the answers were showing strong signs of skewed data. The results of the survey data remained completely anonymous and aggregated, so there is no way to identify individuals answers.

As previously mentioned, the survey was developed to capture the non-identifying demographics of the PPS employees. This includes ethnicity they identify as, their age group, and languages they speak fluently and languages they can carry a basic conversation in. This section provided many different ethnic background and language options, which reflected the options listed in the Canadian Census. Survey participants were asked if they self-identify as Aboriginal, First Nations, Métis or Inuk (Inuit), and if they are a Canadian citizen. Members were asked to fill out how many years they have been living in Peterborough, and how many years they have worked for PPS.

The survey went on to ask if the participant considers themselves as a member of the Lesbian, Gay, Bisexual, Transgender, Two-Spirit, and/or Queer (LGBTQ2+) community, or as an ally. They were additionally asked which gender they identify as, and what sexuality they consider themselves. These questions regarding gender and sexual identity

are often excluded from many surveys and records, which makes its presence in this survey so essential.

The following two questions focused on any physical or mental health that affects their day-to-day activities. Participants were asked questions regarding their faith/religion, their marital and parental status. Members selected their highest level of education completed, as well as their annual income. The survey also covered most sensitive topics, such as diagnosis or treatment for addiction, experience with domestic violence, access to homeless or women's shelters, and experience of homelessness overall. Participants were additionally asked what necessary support or care they provide to family members, neighbors/friends, persons of advanced age and so on. Toward the end of the survey, the most interesting question was asked. Participants were asked to give their opinion on what they believe are the significant diversity and equality issues in the City of Peterborough, Village of Lakefield or Township of Cavan Monaghan currently. Then, they were asked if they believe PPS also face these same issues. The survey was wrapped up on any diversity, and inclusion training members have received.

These questions have been framed in a specific manner to gain a more in-depth understanding of the PPS team that they work for, and are working with. The results of the survey are the first step to identifying the gaps within the representation of PPS and the community they serve. The view of members of the service plays a critical role in addressing the recommendations to ensure prosperity between PPS and Peterborough. To read through a copy of the survey distributed to PPS members, it can be found in the Appendix, as Appendix #1.

2016 Canadian Census Collection

As previously stated, the most recent Canadian Census of the Population Program was captured in 2016. The purpose of the Canadian Census is to offer a wide range of analysis, data, reference, and geographical information, to paint a portrait of the City of Peterborough.

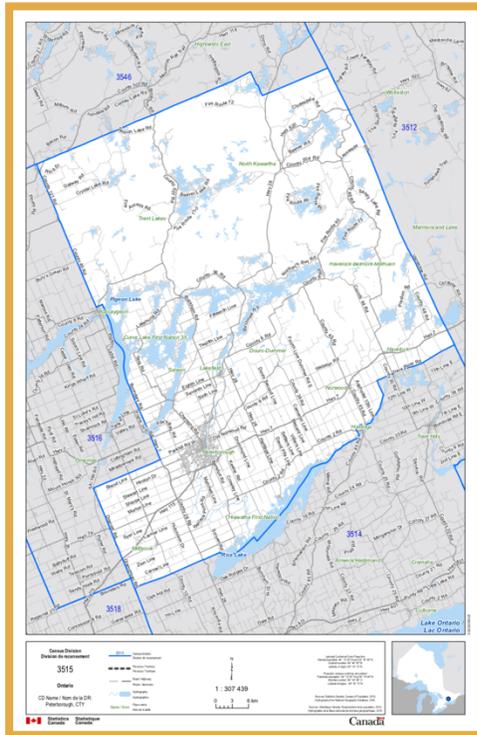


Figure 7. Map of the target area of the 2016 Canadian Census of Peterborough (2018).

To the left is a map of the target area of the 2016 Canadian Census of Peterborough. The target area is shown in white, outlined in blue. Where space permits on the map, names, roads, railways and water features are displayed for reference purposes.

The demographic profile information collected on the City of Peterborough was broken in eight categories; ethnic identification, languages spoken other than English, age, Aboriginal identification, gender identification, individual annual income, the highest level of education, and lastly, marital status. Each category directly relates to specific questions distributed in the PPS survey. Combined, the needed information from the semi-structured survey and the data collection through the Canadian Census allows for a thorough evaluation and analysis.

RESEACH FINDINGS

Summary

Through the data collection of the survey instrument and the 2016 Canadian Census, nine research finding categories were identified. These seven significant categories speak to the major distinction between the PPS and Peterborough community, as well as their common correlations.

The first research finding focuses on ethnicities; a high correlation between the makeup of the PPS and that of the Peterborough community was determined. Following this, the survey findings illustrate that the majority of PPS respondents self-identify as cis-male (62.5 percent), despite the fact Peterborough's female population slightly outnumbers the male population. In regards to language, the City of Peterborough encompasses of 29 different languages, whereas PPS only reportedly represents six languages (excluding English, French, or ASL.) Indigenous identification within the Peterborough community and the PPS are nearly equally represented.

Based on levels of education completed, there is not an overly large gap when the PPS and Peterborough community are compared. The PPS holds the highest rate out of the two groups; specifically as college graduates. In terms of marital status, both the PPS and citizen of Peterborough demonstrate close correlations again. The majority difference is that 66 percent of PPS members are married, whereas only 40 percent of Peterborough is married. However, there appears to be a disconnect in the representation of age, with 40% of PPS members being between the ages of 35 and 44.

When survey participants were asked the opinion-based question "to what extent do you agree or disagree with the following statement "PPS represents the diversity of the communities it serves"? Fifty percent agreed with the statement, the following majority was 29 percent of members who responded as neutral, and the remaining 21 percent disagreed altogether. Lastly, when asked if they had completed diversity and inclusion training, 82 percent of survey participants reported they had, but 18 percent stated they have not. In this section, each of these categories will be discussed in further detail, with graphs produced when necessary to visually display the data.

Ethnicities

In terms of ethnicity, there is a high correlation between the makeup of the PPS and that of the Peterborough community. From the data collected in the 2016 Canadian Census of the City of Peterborough, 93.9 percent of residents identify as white. Comparatively, 96 percent of the PPS demographic who completed the survey identify as white as well. It is less than two percent difference between the visible minorities within the groups.

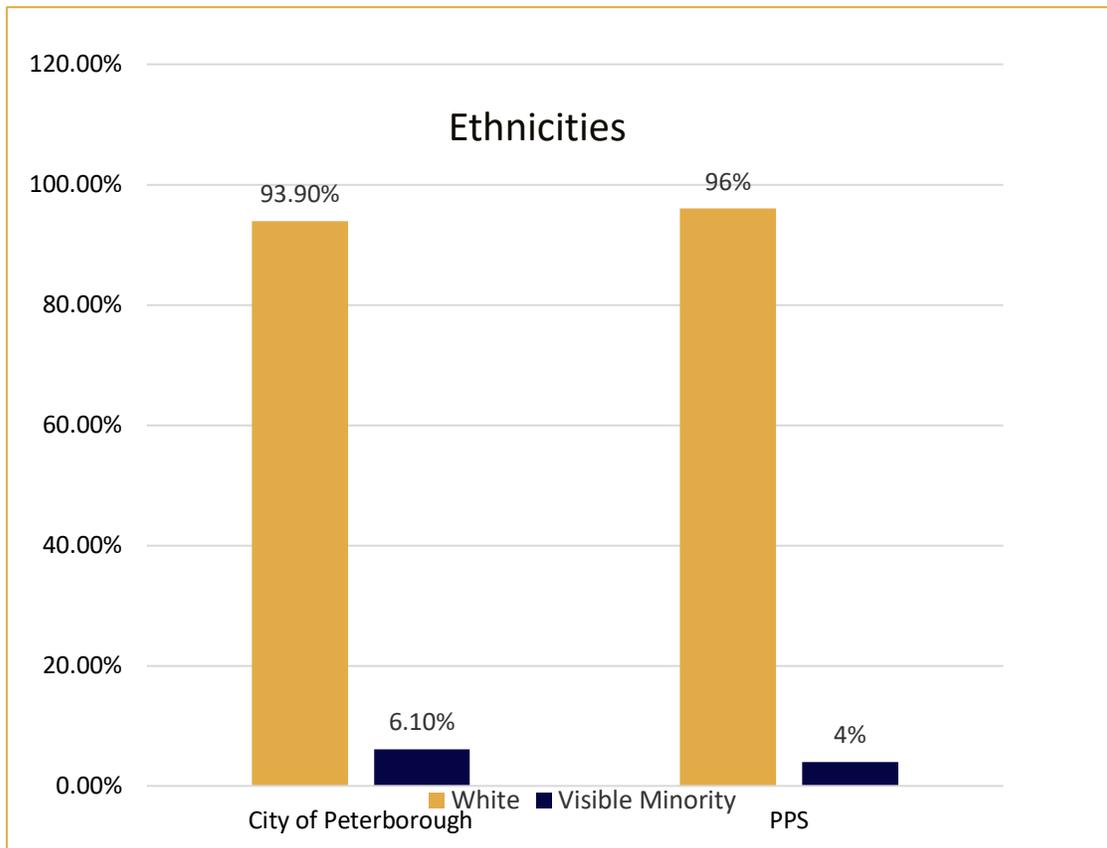


Figure 8. Comparative bar graph of the Ethnicities as 'White' vs. 'Visible Minority' for City of Peterborough and the Peterborough Police Service demographics (2019).

Despite the obvious parallel between the ethnicities of PPS and Peterborough, there are signs of growing diversity within the City of Peterborough. As previously discussed in this report, the proportions of immigration in Peterborough will slowly, but steadily increase over the coming years. It is crucial that PPS remains up to date with these changes, as it is essential that all community members have confidence in their service.

Many survey participants seemed to be aware of the growing diversity and multiculturalism within Peterborough. One notably insightful member wrote,

"I believe that Peterborough's population is changing rapidly in encompassing a number of ethnicities. I think the biggest challenge [for PPS] is evolving with the changes... It is a challenge [for the] service to meet the ever-changing diversity in our community".

Not all PPS members felt the same way. Other survey participants believe that "we are making something out of nothing," and that the Peterborough Police Service is not behind in any issues regarding diversity or equality.

Gender Identification

Members of the Peterborough Police Service were asked to identify their gender in the survey distributed. Gender identity is defined as each person's internal and individual experiences of gender. The options listed on the survey attempted to cover the spectrum of gender identity by offering: Female (cisgender), Intersex, Male (cisgender man), Transgender woman, Transgender man, Gender non-conforming, Questioning or unsure, Prefer to self-identify as (blank), and Prefer not to answer. The Canadian Census, however, only lists two options as gender identification; male and female.

Due to the lack of information on the spectrum of gender within the City of Peterborough, the comparative analysis was drawn based on male and female identification. The survey findings determined that the majority of PPS respondents self-identify as a cis-male (62.5 percent). 33.3 percent of survey respondents identify as cis-female. The remaining participants answered as (one) transgender woman, (one) gender non-conforming, (one) questioning or unsure and (three) prefer not to answer.

The graph below illustrates the male and female population within each demographic. Peterborough's female population slightly outnumbers the male population (by six percent). As already discussed, there are currently more males than females within the PPS demographic, despite the fact Peterborough accounts for more females than males.

It is clear to see in both the numbers and illustrates, PPS does not accurately represent the Peterborough community in terms of gender.

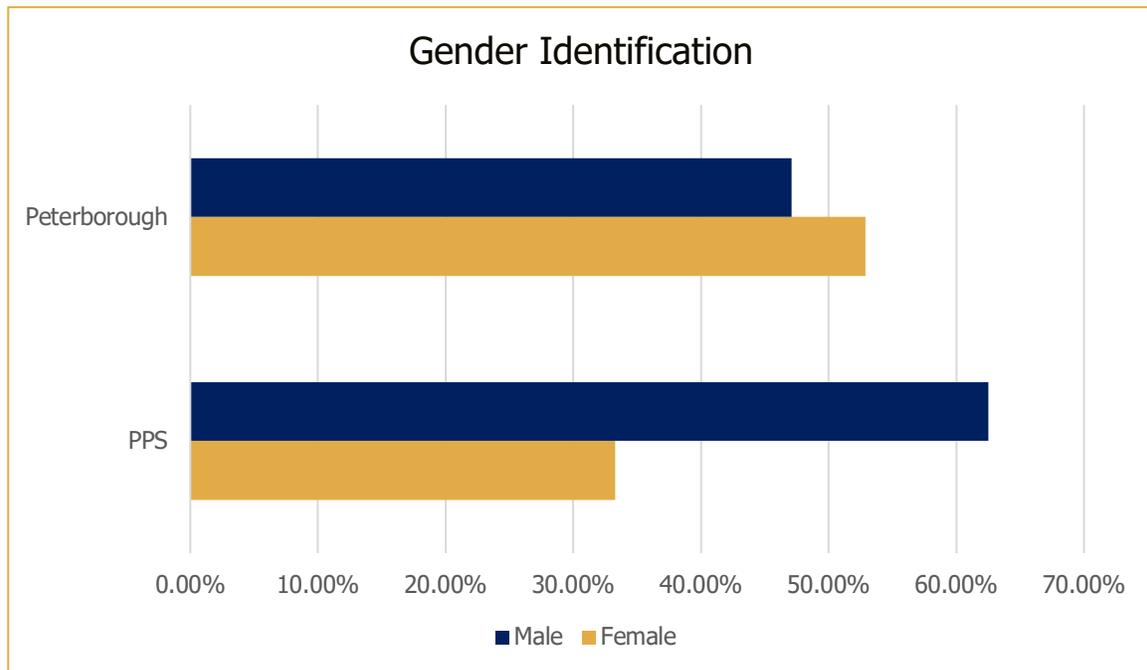


Figure 9. Comparative bar graph of the Gender Identification as 'Female' vs. 'Male' for the City of Peterborough and the Peterborough Police Service demographics (2019).

Furthermore, the survey instrument distributed to the Peterborough Police Service asked members if they consider themselves to be a member of the Lesbian, Gay, Bisexual, Transgender, Two-Spirit and/or Queer (LGBTQ2+) community. Peterborough is known as a 'hub' for the LGBTQ2+ community, especially for those identifying as Transgender (Peterborough Social Planning Council, 2015). This is due to the services the city can offer Transgender folks, that the surrounding smaller cities cannot provide. PPS members were given the options to select, 'Yes,' 'No,' 'No, but identify as an ally of the LGBTQ2+ community' and 'Prefer not to answer.' Only three percent identified as a part of the community, 13 percent identified as an ally of the LGBTQ2+ community, with the remaining 83 percent choosing 'no.' The high percentage of PPS members who selected 'no' to being an ally to the LGBTQ2+ prove the gap between the PPS and LGBTQ2+ community.

Language

Unsurprisingly, the two dominant languages spoken at PPS based on the survey findings are English and French. There are only six languages represented within the PPS that are not English, French or ASL. The languages were recorded as (one) Korean, (one) Portuguese, (one) Spanish, and Other: (one) German, (one) Romanian, (one) Finnish. Based on the 2016 Canadian Census, the City of Peterborough accounts for 29 different languages. Below are two pie-graphs that illustrate the languages spoken at Peterborough Police Service and the top ten languages of the New Canadians Centre Peterborough. These two data sets were chosen to be compared, instead of the Census information, because the NCC is a predictor of how the community is changing.

**Top 10 Languages of NCC
2009/10-2013/14**

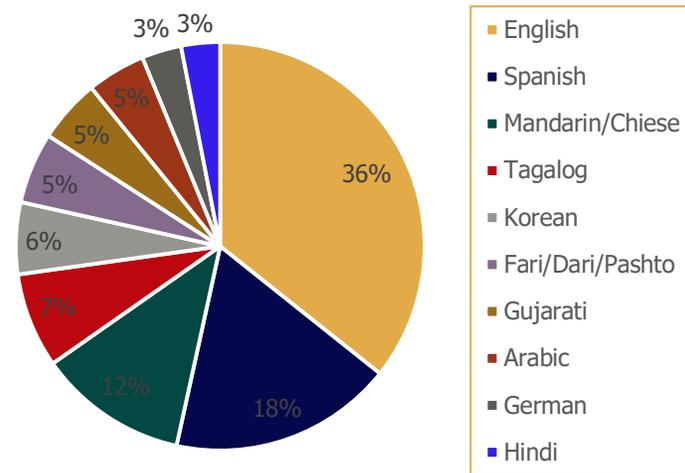


Figure 10. Pie chart of the Top 10 Languages of NCC (2009-2014).

Languages Spoken at PPS

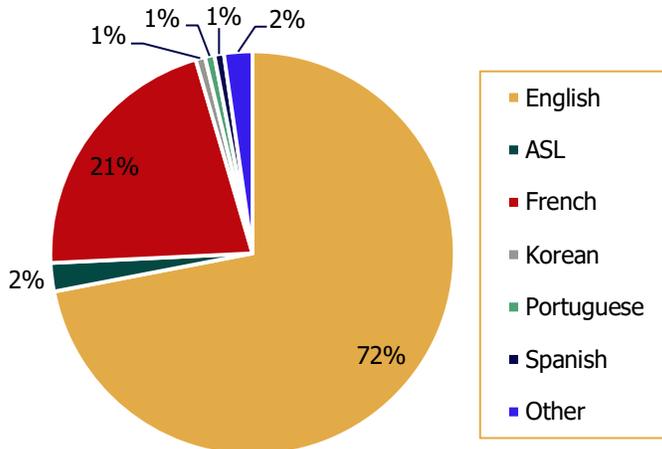


Figure 11. Pie chart of the Languages Spoken at PPS (2019).

It is clear to see, the variety of members within PPS do not account for the many languages spoken at NCC. Although the most popular language at both organizations is English, many individuals report speaking Spanish and Mandarin at NCC, whereas there is only one individual within PPS who speaks Spanish, with no one who completed the survey speaking Mandarin.

It is clear to identify that on the bases of language, PPS does not cover the top three languages spoken at NCC. When survey participants were asked what they believe is a significant diversity and equality issues the City of Peterborough is facing, many addresses languages barriers as the most significant struggle new Canadians face. PPS members refer to the lack of support in place to assist the different cultures residing either permanently or temporarily in the Peterborough area. When asked if the Peterborough Police Services also face the same issues of diversity and equality as the City of Peterborough, many participants again referred to language. One member made a specific reference to victims of crimes, who are unable to speak English a require a translator, which is often time-consuming and costly for PPS.

Aboriginal Identification

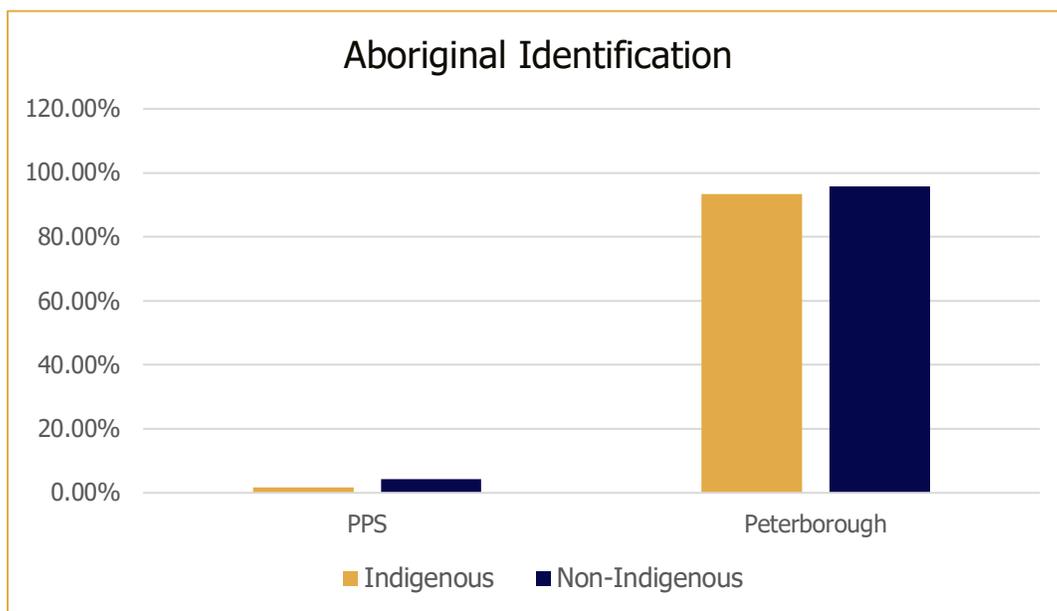


Figure 12. Comparative bar graph of the Aboriginal Identification as 'Indigenous' vs. 'Non-Indigenous' for the City of Peterborough and the Peterborough Police Service demographics (2019).

As the data indicates, the Aboriginal identification in the City of Peterborough and the Peterborough Police Service are almost equally represented. Whereas 93 percent of the PPS has not identified as Indigenous, 95 percent of Peterborough’s demographic has answered the same. As the graph above illustrates, when each demographic of the PPS and Peterborough community are compared against each other, both the indigenous and non-indigenous sections are equally represented.

Peterborough is known as Nogojiwanong by the Indigenous people and is on the traditional territory of the Anishinaabe (Objiway). The Aboriginal identification is significantly lower than non-Aboriginal identification with Peterborough, and the PPS, the recognition of its importance in the community, can strengthen the diversity that is continuously valued and recognized.

Education

When the Peterborough Police Service and the Peterborough community are compared based on levels of education completed, there does not appear to be a large gap

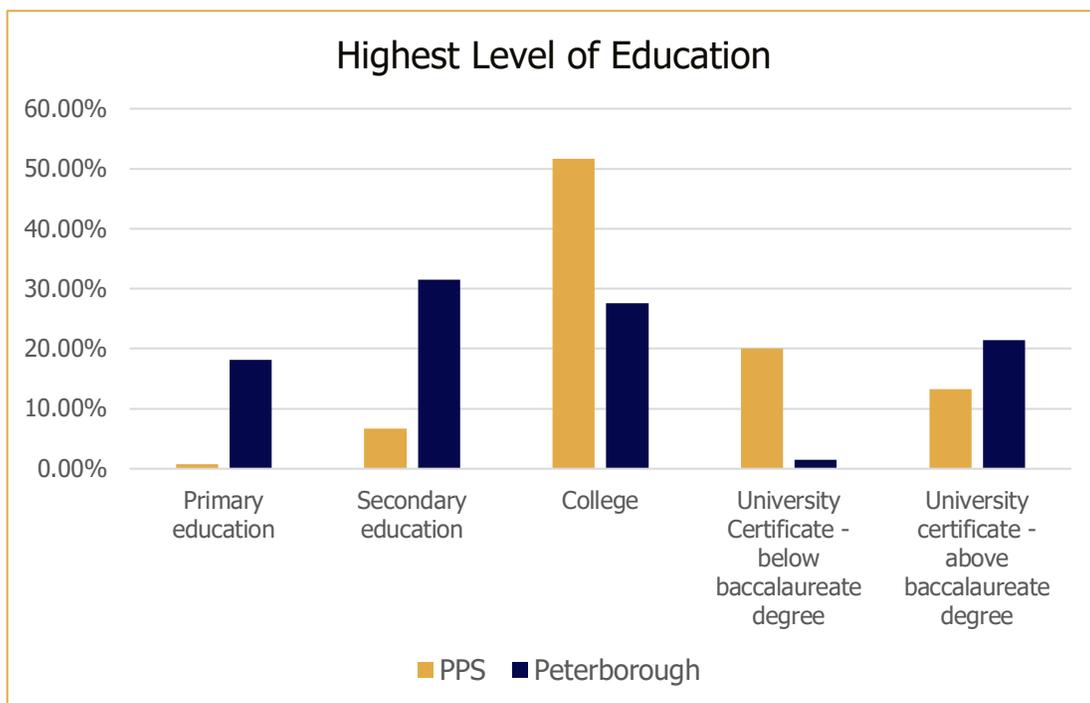


Figure 13. Comparative bar graph of the Highest Level of Education for the City of Peterborough and the Peterborough Police Service demographics (2019).

between the two groups. The PPS has a high rate of college graduates among any other level of education. As a high percentage of PPS members have a college level degree, it is expected that all other levels of education will be low percentages.

Whereas, the Peterborough community sees a relatively similar amount of primary, secondary, college and bachelor’s degree education levels, ranging from around 15%-25% for each education level. This results from the PPS having majority completed college-level education as expected, as well as the Peterborough community having relatively similar percentiles for each education level. However, one exception seems to be made in regards to the low percentages of Peterboroughers who have completed a university certificate below a baccalaureate degree.

Marital Status

In regards to marital status, both the PPS and the citizen of Peterborough have an unsurprisingly same majority of groups that are married. The correlation of all marital status groups is almost all equally represented between both. The significant difference, in these results, is the fact that Peterborough sees nearly a 20 percent higher rate in the

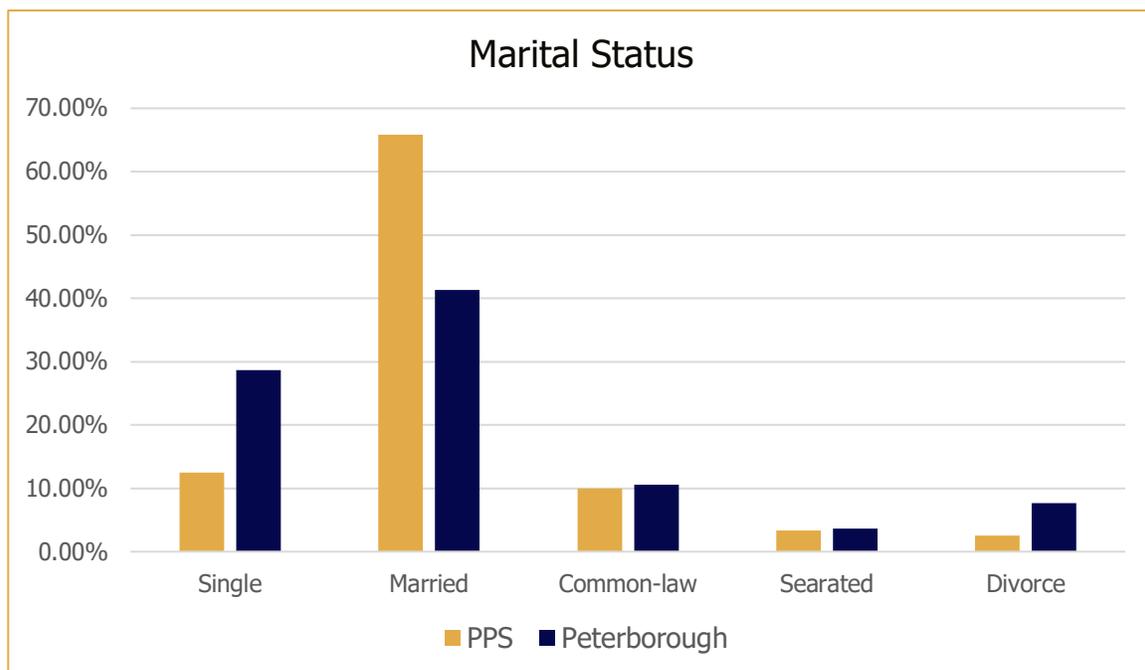


Figure 14. Comparative bar graph of the Marital Status for the City of Peterborough and the Peterborough Police Service demographics (2019).

single population compared to that of the PPS. These results have been visualized in the bar graph below. This trend of high marital rates and low separation rates are a common societal trend. These common correlations between both groups are considered a cultural norm in many smaller Canadian communities.

Age

Peterborough contains a wide range of equally-distributed age groups, while 40 percent of the PPS employees are middle-ages. Additionally, of the PPS members who completed the survey, none of them recorded being over the age of 64 years old. Once again, these numbers aren't overwhelmingly surprising, as the age group of 35-44 is average for many formal sector jobs, and many police officers are able to retire by the age of 65 as a result. What is interesting about this data, is that in an estimated 30-40 years the majority of the PPS employees will be retiring.

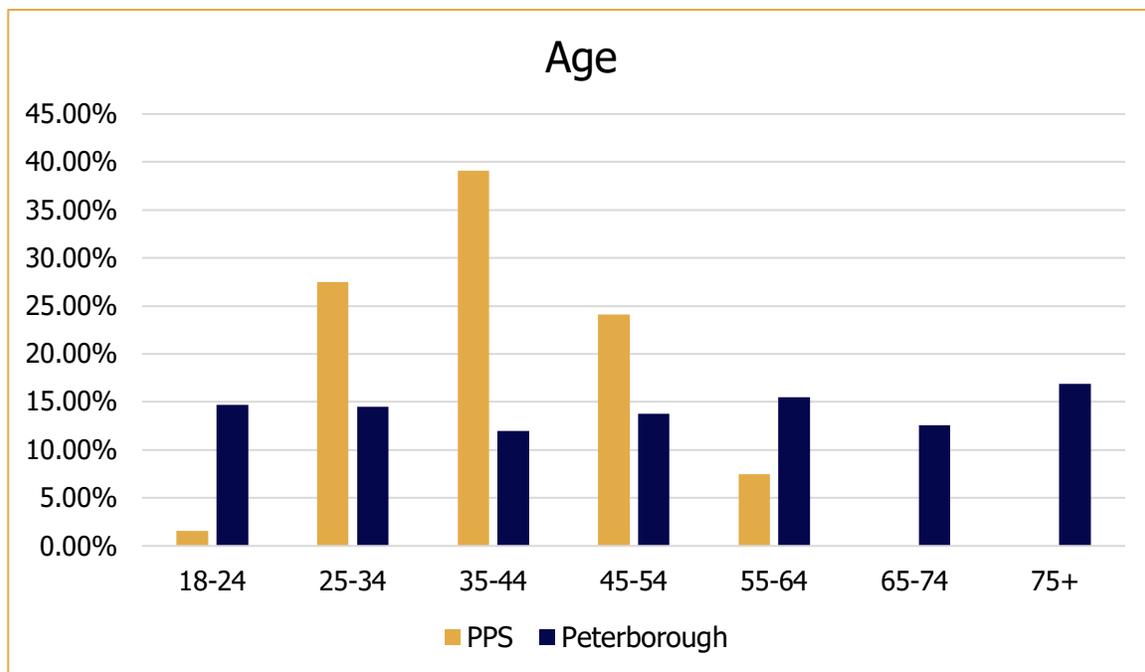


Figure 15. Comparative bar graph of the Ages for the City of Peterborough and the Peterborough Police Service demographics (2019).

The distribution of ages between the Peterborough Police Service and the City of Peterborough is seen above. As the graph demonstrates, the City of Peterborough has an equally-distributed community in terms of the range of ages. From young adults to senior citizens, the city has varying ages. This variety produces a broad spectrum of

perspectives and beliefs, which contribute to the diversifying of views within Peterborough.

Opinion-Based: Diversity within PPS

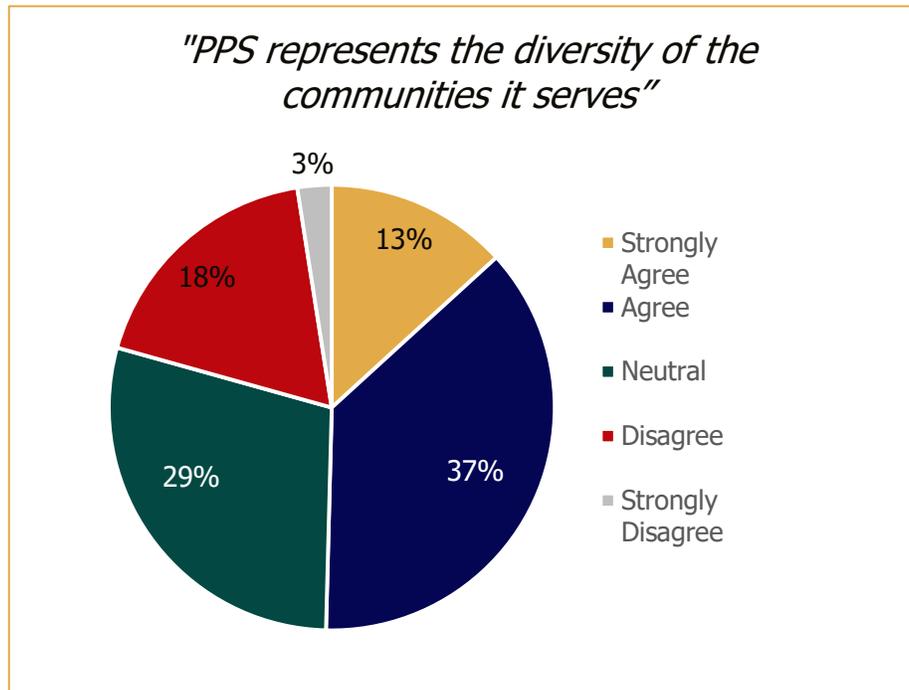


Figure 16. Pie chart of the PPS survey responses to the statement 'PPS represents the diversity of the communities it serves' (2019).

The very first question listed on the survey instrument distributed to PPS asked the following question, *to what extent do you agree or disagree with the following statement "PPS represents the diversity of the communities it serves"?* The results of this question were chosen to be included in the research findings, despite the fact it is not a comparative analysis, but because it visualizes the current mindset of many PPS members around diversity. As illustrated above, 50 percent of survey participants agreed that PPS accurately represents the diversity of the City of Peterborough. The following majority of 29 percent of members responded as 'neutral' to the statement, and the remaining 21 percent disagreed altogether. This question provides a sneak-peek into the thinking of many PPS members on PPS and diversity.

Diversity and Inclusion Trainings



Figure 17. Pie chart the PPS survey responses to if member had completed diversity and inclusion training (2019).

Appropriate and effective diversity and inclusion training are critical to promoting cultural diversity, awareness, and sensitivity throughout the service. As this chart illustrates, 82 percent of the survey participants had completed diversity and inclusion training, with the remaining 18 percent stating that they have not completed the training. The next question follows up with asking if and what diversity and inclusion resources are made available to members at PPS. Forty-seven percent of respondents stated that there are not any specific diversity and inclusion resources within PPS. For the members who indicated access to resources, they were asked to elaborate on the resources available to them. Many made a generalized reference to frequent 'training', with some making specific references to 'Canadian Police Knowledge Network (CPKN)' or the Community Development Co-ordination, Peter Williams.

Through the minimal response of elaborated answers, there appears to be a gap in the resources available. One particular survey participant stated, "PPS is predominately white, and I think the service needs to be inclusive or other backgrounds or teach the members how different backgrounds work."

RECOMMENDATIONS

There has been a recent push in many small Canadian towns to further develop in ways to make them more attractive to new immigrants (Sutherland & Cheng, 2009). Many small towns are resistant to change, which significantly hinders the ability of an ethnically diverse population to flourish (Sutherland & Cheng, 2009). In this section, the first three recommendations offer highly suggestive changes. The final recommendation is a simple suggestive change. The recommendations have been established out of the analysis on identifying the gap between the 'ideal' and actual representativeness of PPS, relative to the Peterborough community. Effective policing is directly related to the internal understanding of the diversity of the community it serves. Successfully diversifying the Peterborough Police Service is not a one-sided endeavor; it requires the support and efforts of all members within the service.

Recommendation #1: Diversity as a Strength

Our first highly recommended change is to focus on diversity as a strength. Moving forward, it is essential for diversity within and among PPS to be identified as a source of strength. When diversity is promoted correctly, cultural diversity can inspire pride and confidence in every Peterborougher. When the community is represented in the police service themselves, through demographic factors of age, ethnicity or gender, it creates a positive impact on effective programming, future hiring practices, and professional development training to meet the emerging community needs.

As the data has indicated, the PPS staff makeup does currently reflect the ethnic diversity of Peterborough, but there is growing evidence that Peterborough is becoming even more ethnically diverse, and with this PPS must adapt and grow with the changes. By diversifying PPS, new members provide both hard skills, such as a variety of languages spoken, and soft skills, such as perspectives and understanding. In practice, diversity is taught to be beneficial to all of the members of a community, and that every single member has much to offer. Members of the service and the community come from diverse backgrounds with their own cultural, political, social and geographic difference, that when they are combined, they engage in the generation of knowledge. This 'diversified' knowledge creates a more profound understanding of the human experience.

Diversity is understood to be one of Peterborough's great strengths, by providing the city with not only cultural and social experiences but an economic advantage as well (Welcome Peterborough, 2019). Diversity within the community and PPS is essential for growth and prosperity. This understanding of 'diversity as strength' should be fluid and continuously upheld in all operations.

Recommendation #2: Reviewed/Revised Training Programs

The majority of survey participants stated that they had completed diversity and inclusion training, but many who answered 'yes' to these questions said they had not drawn upon this resource in their current work at PPS. The diversity training PPS members receive, play a considerable role in the way they view and interact with diversity. One major question that came up when reviewing the survey answers was; how are these training programs completed? How these programs are presented to PPS members is the crucial first step to ensuring the importance and effectiveness of the programs. The second highly recommended change is to review and revised current diversity and inclusion training programs within PPS.

There is increased importance in assessing how these training programs are delivered to members to ensure effectiveness. Due to the topic of diversity, it is crucial for a range of groups and categories to be analyzed and addressed. By bringing diversity into the diversity training, it broadens the perspectives and values brought to the table. This allows for a shared experience of generated knowledge, rather than having one single voice speak for all of the diversity. As the diversity of the community is continuously changing, it is vital that the training follows a similar route, with updated programs to ensure that the delivery of training is as effective as possible.

When these training sessions do take place, it is essential that they are coming from a place of sensitivity and rational discussions. There is a massive difference between 'diversity' training and 'mandated' training. Genuinely partaking in these training and utilizing the resources and knowledge provides participants with beneficial knowledge, rather than a 'checked-box' of to-dos. Ultimately, trainings that are brought into the PPS

as a mandatory engagement could further hinder the effectiveness of the programs. These particular trainings are more than meeting a quota within the service; they are a practice that needs to be highly recognized and embraced when putting to force the idea the diversity is a strength.

Diversity must not be mistaken as tokenizing the underrepresented groups within the service. Diversity is more than accounting for data numerically and quantitatively. Embracing, recognizing and welcoming diversity training and programs to be as inclusive as possible is a significant step toward assuring effective training is in place

Recommendation #3: Building Bridges and Connections

When the Peterborough Police Service is formally identified with the 'diversity component,' it enhances their ability to speak and act upon inclusive measure, and most importantly allows them to work collaboratively with the community (page 91?). Partnership with local organizations that work with newcomers and immigrants improve the understanding of the community's ethnic diversity and changing demographics. The New Canadians Centre is a local, and the only immigrant service agency in Peterborough. It provides integration support for newcomers, with services including language training and assessment, information and referral, interpretation and translation, employment assistance, counseling, community bridging, and education (Welcome Peterborough, 2019).

Furthermore, NCC's annual reports give quick insight into the growing diversity within Peterborough. There are additional tools available to assist with diversity and inclusion training through the NCC that is an excellent information resource for PPS. The Peterborough Immigration Partnership (PIP) is another organization working to meet the goals of meaningful integration of newcomers in a welcoming community. Additionally, Trent International Students' Association (TISA) is actively working with and comprised of international students. The information collected from these three organizations could be of great service to PPS. Continued, or strengthened collaboration with these (and other) groups would allow for PPS to engage with newcomers, and adjust accordingly to

their needs. The improved relationships with community members leads to sustained benefits such as different spoken languages and the ability to defuse cultural situations.

When filling out the survey, one PPS member made a specific reference to building stronger connections with community organizations. They stated,

"I believe we have a great applicant pool - but we are missing out on a diverse group of qualified candidates because we don't advertise or identify as a diverse Police Service. We have a Women in Policing Symposium coming up in March, which is a step in the right direction. We could plan something similar at the New Canadian Centre which could be helpful in our recruitment of diverse candidates. Just because something has been done the same way for years, doesn't mean it's working... it just means we're comfortable."

As the survey participant stated, just because no major issues are facing PPS, does not mean it is representing Peterborough to the best of their abilities. Diversity is not something that is intended to be "managed," but rather should be celebrated and welcomed. A prosperous future of PPS requires celebrating and appreciating diversity among PPS members and community members every single day, in all operations.

Recommendation #4: Continuous Data Collection

The final, and suggestive recommendation for the Peterborough Police Service are to continue collecting demographic data on its members. One of the aims of this project was to establish a survey tool that could be used in multiple ways. At the beginning of the project, Chief Gilbert expressed the need to understand the PPS internal demographic makeup better. The survey poses many questions that seek to identify unique, individual skills and characteristics. With a few adjustments to the survey, it is recommended that (a) the PPS re-deploy the survey to current staff in an effort to improve the response rate (perhaps offering an incentive for completion), and (b) administer the survey to new hires.

Furthermore, it is recommended that the PPS track the results and monitor trends. Being informed on the diversity within PPS will only strengthen operations. The barrier language creates between community members, and PPS has been discussed many times in this research. In an attempt to tackle this struggle, being informed on which officers speak which languages will allow for quicker, more effective service to those who do not speak English. To fully utilize the tool of diversity, it must first be known and recorded to be deployed.

CONCLUSION

"A Diverse Peterborough Police Service, Is A Strong Service"

Since the establishment of PPS in 1850, they have continuously served the members of Peterborough. The relationship between the community and PPS has strengthen through their approach of community policing, by engaging and collaborating with community members of Peterborough every day. This partnership between PPS and the citizens they serve is at the core of the PPS philosophy. The success of PPS programmes continuously depends on developing and maintain an understanding of the makeup of the Peterborough Community.

The City of Peterborough has a long history of diverse peoples gathering to build communities (Welcome Peterborough, 2019). The culture and history of the small town has been enriched through the growing diversity of current and new Canadians. In the 2017/2018 fiscal year, the New Canadian Centre welcomed clients from 82 different countries. Trent University and Fleming College contribute greatly to the diversity of Peterborough by hosting approximately 1300 international students combined. Over the next 15 years, the proportions of immigration in Peterborough's population is estimated to grow by approximately three percent (Peterborough Social Planning Council, 2015). It is critically important that all members of the community have confidence in the police service, as this greatly impacts the police services members' performance on the job and how they interact with community members.

Project #4849 Comparative Analysis of Peterborough Police Service Relative To The Service Area has served to identify the current gap between PPS and the citizens they serve. Through the Canadian Census data collected, an in-depth understanding was gained of 'who' the Peterborough community consists of. Additionally, the computer-based survey was delivered to PPS members that generated insight on the demographic within PPS. The results of the survey was the first step towards identifying the gaps within the representation of PPS and the community they serve. The comparison and correlations between the two sets of data presents is the basis of the analysis. The project has consisted of five main tasks that has led to the answer of the research question: how representative is PPS of the community it serves?

Through the data collection, nine significant findings were produced. The findings have been compiled into the following list:

1. In terms of ethnicity, there is a high correlation between the makeup of the PPS and that of the Peterborough community.
2. The majority of PPS respondents self-identify as cis-male.
3. There are 4 different languages represented within the PPS, whereas in Peterborough community has 29 languages represented.
4. Indigenous identification in the community and in the PPS are almost equally represented.
5. There is not an overly large gap between PPS and the Peterborough community in terms of levels of education complete; PPS holds the highest rate of college graduates.
6. In terms of marital status, the PPS and community show close correlations; major difference is the 66 percent of PPS is married, whereas only 40 percent of Peterborough residents is married
7. Peterborough contains a wide range of equally-distributed age groups, with 40% of PPS employees are middle-aged.
8. 50 percent of PPS members agree that PPS represents the diversity of the community it serves, 29 percent of members responded neutral to this statement, and the last 21 percent disagreed altogether.
9. Lastly, 82 percent of survey participants reported completing diversity and inclusion training, with 18% of respondents saying they have not.

Effective policing is directly related to an internal understanding of the diversity of the community it services. Relatedly, the community representativeness of police services themselves, in terms of demographic factors such as age, ethnicity and gender is assumed to positively impact both the effectiveness of current programming, and the ability to tailor future hiring practices and professional development training to meet emerging needs of Peterborough's community. Through the data collection and analysis, it has been demonstrated that PPS member's demographic makeup does currently reflect

the ethnic diversity of Peterborough. However, as further research has shown, there is evidence that Peterborough is becoming more diverse, and the Peterborough Police Service must adapt and grow with these changes.

All of the recommendations offered PPS is based on the foundations of understanding diversity as a strength. Diversity offers PPS the ability to inspire pride and confidence in every Peterborough resident. By embracing and celebrating diversity, hard and soft skills will be gained by the service such as language skills, perspectives and understanding. Diversified knowledge generates a more profound understanding of the human experience. Reviewed and revised training programs can ensure diversity as a practice is continued. As Peterborough grows as a community, it is necessary that the trainings follow a similar route and remain updated to ensure the more effective training as possible. Promoting diversity as something that is valued and welcomed within the service must be recognized in the diversity and inclusion training, but in all operations as well. Remaining informed with the diversity of Peterborough is essential to all of these recommendations, and PPS's operations. Collaborations with local organizations that work with new comers can improve and guarantee continued understanding on the Peterborough community. The final recommendation for PPS is to continue collecting demographic data on its members to remain up to date with the hard and soft skills offered.

To ensure a prosperous future of the Peterborough Police Service, diversity must be utilized as a tool that is celebrated and appreciated among all PPS members every single day, in all operations. As this research has produced, there are clear gaps in the representativeness of PPS when compared to the Peterborough community, but there are clear actions that can be taken to ensuring the closure of those gaps through the construction of bridges and relationships. When diversity is understood as a strength, it will lead to a stronger, durable Peterborough Police Service.

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Appendix

Appendix 1:

SURVEY INSTRUMENT

Please ensure the survey is completed with complete honesty, in order to provide the most accurate results. Check any statement that applies, and fill out blanks as necessary.

1. To what extent to you agree or disagree with the following statement "PPS represents the diversity of the communities it serves"?

- | | |
|---|--|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Disagree |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Strongly Disagree |
| <input type="checkbox"/> Neutral | |

2. Do you identify as:

- | | | |
|---|---|---|
| <input type="checkbox"/> White | <input type="checkbox"/> Latin American | <input type="checkbox"/> West Asian (Iranian, Afghan, etc.) |
| <input type="checkbox"/> South Asian (East Indian, Pakistani, Sri Lankan, etc.) | <input type="checkbox"/> Arab | <input type="checkbox"/> Korean |
| <input type="checkbox"/> Chinese | <input type="checkbox"/> Southeast Asian (Vietnamese, Cambodian, Laotian, Thai, etc.) | <input type="checkbox"/> Japanese |
| <input type="checkbox"/> Black | | <input type="checkbox"/> Other (please specify):
_____ |
| <input type="checkbox"/> Filipino | | _____ |

3. Which of the following languages do you speak fluently? (Check all that apply.)

- | | | |
|----------------------------------|--|----------------------------------|
| <input type="checkbox"/> Amharic | <input type="checkbox"/> Chinese (Cantonese) | <input type="checkbox"/> Czech |
| <input type="checkbox"/> Arabic | <input type="checkbox"/> Chinese (Mandarin) | <input type="checkbox"/> Dari |
| <input type="checkbox"/> ASL | | <input type="checkbox"/> English |
| <input type="checkbox"/> Bengali | | <input type="checkbox"/> Farsi |

- | | | |
|-------------------------------------|------------------------------------|--|
| <input type="checkbox"/> French | <input type="checkbox"/> Russian | <input type="checkbox"/> Vietnamese |
| <input type="checkbox"/> Greek | <input type="checkbox"/> Serbian | <input type="checkbox"/> Mother
Tongue
(please
specify):
_____ |
| <input type="checkbox"/> Hindi | <input type="checkbox"/> Slovak | _____ |
| <input type="checkbox"/> Hungarian | <input type="checkbox"/> Somali | <input type="checkbox"/> Other
(please
specify):
_____ |
| <input type="checkbox"/> Italian | <input type="checkbox"/> Spanish | _____ |
| <input type="checkbox"/> Karen | <input type="checkbox"/> Tagalog | |
| <input type="checkbox"/> Korean | <input type="checkbox"/> Tamil | |
| <input type="checkbox"/> Nepali | <input type="checkbox"/> Tigrinya | |
| <input type="checkbox"/> Polish | <input type="checkbox"/> Twi | |
| <input type="checkbox"/> Portuguese | <input type="checkbox"/> Ukrainian | |
| <input type="checkbox"/> Punjabi | <input type="checkbox"/> Urdu | <input type="checkbox"/> Prefer not
to answer |

4. In which of the following languages can you carry on a basic conversation? (Check all that apply.)

- | | | |
|---|-------------------------------------|--|
| <input type="checkbox"/> Amharic | <input type="checkbox"/> French | <input type="checkbox"/> Slovak |
| <input type="checkbox"/> Arabic | <input type="checkbox"/> Greek | <input type="checkbox"/> Somali |
| <input type="checkbox"/> ASL | <input type="checkbox"/> Hindi | <input type="checkbox"/> Spanish |
| <input type="checkbox"/> Bengali | <input type="checkbox"/> Hungarian | <input type="checkbox"/> Tagalog |
| <input type="checkbox"/> Chinese
(Cantonese
) | <input type="checkbox"/> Italian | <input type="checkbox"/> Tamil |
| <input type="checkbox"/> Chinese
(Mandarin) | <input type="checkbox"/> Karen | <input type="checkbox"/> Tigrinya |
| <input type="checkbox"/> Czech | <input type="checkbox"/> Nepali | <input type="checkbox"/> Twi |
| <input type="checkbox"/> Dari | <input type="checkbox"/> Polish | <input type="checkbox"/> Ukrainian |
| <input type="checkbox"/> English | <input type="checkbox"/> Portuguese | <input type="checkbox"/> Urdu |
| <input type="checkbox"/> Farsi | <input type="checkbox"/> Punjabi | <input type="checkbox"/> Vietnamese |
| | <input type="checkbox"/> Russian | <input type="checkbox"/> Mother
Tongue
(please |
| | <input type="checkbox"/> Serbian | |

specify):

Other
(please
specify):

Prefer not
to answer

5. Please select your age group

18-24 years old

55-64 years old

25-34 years old

65-74 years old

35-44 years old

75 years +

45-54 years old

6. Do you self-identify as Aboriginal, First Nations, Métis or Inuk (Inuit)?

Yes

If yes, please specify which
Band, Community, and/or
Nation:

No

Prefer not to answer

Do not know

7. Are you a Canadian citizen?

Yes

Prefer not to answer

No

Do not know

8. How many years have you lived in Peterborough? _____

9. How many years have you worked for Peterborough Police Services?

10. Do you consider yourself a member of the Lesbian, Gay, Bisexual, Transgender,
Two-Spirit, and/or Queer (LGBTQ2+) community?

Yes

No, but I identify as an ally
of the LGBTQ+ community

No

Prefer not to answer

11. What is your gender identity?

- Female (cisgender woman)
- Intersex
- Male (cisgender man)
- Transgender woman
- Transgender man

- Gender non-conforming
- Questioning or unsure
- Prefer to self-identify as:

- Prefer not to answer

12. Do you consider yourself:

- Heterosexual/straight
- Bisexual
- Gay
- Lesbian
- Asexual

- Queer
- Two-spirited
- Questioning or unsure
- Prefer to self-identify as:

- Prefer not to answer

13. Do you have any long-term conditions or health problems that limit your day-to-day activities?

- Yes
- No
- Prefer not to answer

- If yes, please specify

14. Do you have any mental health or learning disabilities that affect your day-to-day activities?

- Yes
- No
- Prefer not to answer

- If yes, please specify

15. Do you follow a faith/religion?

- Yes
- No
- Prefer not to answer

- If yes, please specify

16. What is your annual income?

- \$40,000-\$44,999
- \$45,000-\$49,999
- \$50,000-\$59,999
- \$60,000-\$69,999
- \$70,000-\$79,999
- \$80,000-\$89,999
- \$90,000-\$99,999
- \$100,000 and over
- Prefer not to answer

17. Please indicate your highest level of education completed

- Primary education
- Secondary education
- Post-secondary education
- College
- University certificate – below baccalaureate degree
- University certificate – above baccalaureate degree
- Prefer not to answer

18. Have you been diagnosed with or treated for any addictions?

- Yes
- No
- Prefer not to answer
- Do not know

19. Please select your current marital status

- Single
- Married
- Common-law
- Separated
- Divorce
- Widowed
- Prefer not to answer

20. Please select your current parental status

- Single parent
- Co-parent
- Prefer not to answer

21. Have you experienced domestic violence?

- Yes
- No
- Prefer not to answer

22. Have you ever needed access to a women's shelter?

- Yes
- No
- Prefer not to answer
- Do not know

23. Do you currently provide necessary support/care for (select all that apply):

- Family members
- Neighbours and/or friends
- Persons with physical disabilities
- Persons of advanced age
- Persons with mental disabilities
- Persons with mental health or learning disabilities
- Prefer not to answer

24. Have you ever been homeless?

- Yes
- No
- Prefer not to answer
- Do not know

25. Have you ever needed access to a homeless shelter?

- Yes
- No
- Prefer not to answer
- Do not know

26. (a) In your opinion, what are the major diversity and equality issues in the City of Peterborough, Village of Lakefield or Township of Cavan Monaghan today?

27. (b) In your opinion, does the Peterborough Police Services also face these issues?
Please explain: _____

28. Have you completed any diversity and inclusion training?

- Yes
- No

- If yes, do you draw upon that training in your current work at PPS?

29. Are there any specific diversity and inclusion resources available to you at the PPS?

- Yes
- No
- If yes, please elaborate: _____

30. Are you aware of any diversity and inclusion training or resources that might be helpful for the PPS?

- Yes
- No
- If yes, please elaborate: _____

Appendix 2:

CENSUS 2016 DEMOGRAPHIC PROFILE – CITY OF PETERBOROUGH (CENSUS SUBDIVISION):

Ethnic identification (Survey Question #2):

Category	Census 2016		Peterborough Police Service	
	Frequency	% Total (n=78,530)	Frequency	% Total (n=120)
White*	73,725	93.9%	117	96%
South Asian (East Indian, Pakistani, Sri Lankan, etc.)	1,395	1.8%	-	-

Chinese	1,050	1.3%	-	-
Black	-	-	-	-
Filipino	410	0.5%	-	-
Latin American	455	0.6%	-	-
Arab	-	-	-	-
Southeast Asian (Vietnamese, Cambodian, Laotian, Thai, etc.)	-	-	-	-
West Asian (Iranian, Afghan, etc.)	595	0.8%	-	-
Korean	180	0.2%	1	1%
Japanese	175	0.2%	-	-
Other	-	-	4	3%

* Defined as 'not a visible minority'

Languages spoken other than English (Survey Question #3):

Category*	Census 2016		Peterborough Police Service**	
	Frequency	% Total (79,240)	Frequency	% Total (n=120)

Amharic	10	0.01%	-	-
Arabic	235	0.30%		
ASL	15	0.02%	3	2.5%
Bengali	60	0.08%		
Chinese (Cantonese)	160	0.20%		
Chinese (Mandarin)	290	0.37%		
Czech	50	0.06%		
Dari	-	0.00%		
Farsi	115	0.15%		
French	895	1.13%	28	23.0%
Greek	85	0.11%		
Hindi	95	0.12%		
Hungarian	80	0.10%		
Italian	260	0.33%		
Karen	0	0.00%		
Korean	160	0.20%	1	0.8%
Nepali	10	0.01%		
Polish	325	0.41%		

Portuguese	80	0.10%	1	0.8%
Punjabi	130	0.16%		
Russian	85	0.11%		
Serbian	20	0.03%		
Slovak	15	0.02%		
Somali	25	0.03%		
Spanish	305	0.38%	1	0.8%
Tagalog	135	0.17%		
Tamil	65	0.08%		
Tigrinya	-	0.00%		
Twi	0	0.00%		
Ukrainian	50	0.06%		
Urdu	115	0.15%		
Vietnamese	120	0.15%		
Mother Tongue (please specify):	-	0.00%		
Other (please specify):	-	0.00%	3	2.5%
Prefer not to answer	-	0.00%		

* Mother Tongue; ** Includes basic conversational skills

Other 2.5%: German (1), Romanian (1), Finnish (1)

Age (Survey Question #5):

Age Group	Census 2016		Peterborough Police Service (PPS)	
	Frequency	% Total	Frequency	% Total (n=120)
18-24*	10,645	14.7%	2	1.6%
25-34	10,540	14.5%	33	27.5%
35-44	8,710	12.0%	47	39.1%
45-54	9,995	13.8%	29	24.1%
55-64	11,230	15.5%	9	7.5%
65-74	9,115	12.6%	-	
75 +	12,285	16.9%	-	
TOTAL	72,520	100.0%	120	100%

* Census uses age group 15-24, so comparisons cannot be made with PPS

Aboriginal Identification (Survey Question #6):

Aboriginal Identification	Census 2016		Peterborough Police Service	
	Frequency	% Total	Frequency	% Total
Yes	3,275	4.2%	2	1.6%

No	75,260	95.8%	112	93.3%
Prefer not to Answer	-	-	3	2.5%
Do not know	-	-	3	2.5%

Gender Identification (Survey Question #11):

Gender Identification	Census 2016		Peterborough Police Service	
	Frequency	% Total	Frequency	% Total
Female	42870	52.9%	40	33.3%
Male	38185	47.1%	75	62.5%
Total	81055*	100%	115	100%

*Note: population and age characteristics frequency counts differ by 23 individuals

Annual Individual Income (Survey Question #16):

Category	Census 2016		Peterborough Police Service	
	Frequency	% Total	Frequency	% Total
\$40,000-\$44,999	6,285	26.2%	-	
\$45,000-\$49,999			-	
\$50,000-\$59,999	4,770	19.9%	9	7.5%
\$60,000-\$69,999	3,480	14.5%	9	7.5%

\$70,000-\$79,999	2,455	10.2%	9	7.5%
\$80,000-\$89,999	1,855	7.7%	7	5.8%
\$90,000-\$99,999	1,685	7.0%	11	9.1%
\$100,000 and over	3,490	14.5%	60	50%
Prefer not to answer	-	-	15	12.5%
TOTAL	24,020	100%	120	100%

Highest Level of Education (Survey Question #17):

Category	Census 2016		Peterborough Police Service	
	Frequency	% Total	Frequency	% Total
Primary education*	11,295	18.1%	1	0.8%
Secondary education	19,680	31.5%	8	6.7%
Post-secondary education	-	-	7	5.8%
College	17,240	27.6%	62	51.6%
University certificate – below baccalaureate degree	915	1.5%	24	20%
University certificate – above baccalaureate degree	13,385	21.4%	16	13.3%

Prefer not to answer	-	-	2	1.6%
TOTAL	62,515	100%	120	100%

* Census education category, 'no certificate, diploma or degree'

Marital Status (Survey Question #19):

Category	Census 2016		Peterborough Police Service	
	Frequency	% Total	Frequency	% Total
Single	19,855	28.7%	15	12.5%
Married	28,610	41.3%	79	65.8%
Common-law	7,370	10.6%	12	10%
Separated	2,515	3.6%	4	3.3%
Divorce	5,315	7.7%	3	2.5%
Widowed	5,575	8.1%	-	
Prefer not to answer	-	-	7	5.8%
TOTAL	63,925	100%	120	100%